

HOCKEY PARTNERSHIP FOR PROGRESS

# FINANCIAL MANAGEMENT IN SPORT ORGANIZATIONS

CREATING A SEASONAL  
BUDGET FOR A SPORTS CLUB

*STEP BY STEP GUIDE*

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2019



Co-funded by the  
Erasmus+ Programme  
of the European Union

## 1. Collect documentation

We recommend you start by collecting data and documentations from previous seasons, including:

- Income Statements
- Balance Sheet
- Cash-Flow Statements
- Invoices received
- Invoices issued
- Game attendance data
- Season Calendar for all age groups

## 2. Setting the View

The template you are using enables different views, depending on the level of details you want to see. You can use different settings (clicking “-” and “+” buttons), but in general you have two main view options.

### Option A: General View

Can be accessed by clicking buttons both buttons with number 1 in vertical and horizontal menu.

	A	B	C
1	SEASON EXPENSES	%	TOTAL
2	TOTAL	100%	95.713 €
3	General & Administration	2,6%	2.448 €
12	Competitions & Games	46,7%	44.705 €
29	Ice Time	0,0%	0 €
30	Equipment & Materials	15,7%	15.060 €
38	Labour	31,6%	30.200 €
47	Other	2,4%	2.300 €
50	Merchandise	1,0%	1.000 €

### Option B: Detailed and Data Input View

Can be used by clicking buttons both buttons with number 2 on them in the vertical menu (opens monthly view) and number 3 in the horizontal menu (opens detailed view of cost groups).

SES	%	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	100%	TOTAL	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
1	SEASON	95.713 €	504 €	21.944 €	11.774 €	8.474 €	9.929 €	8.269 €	8.699 €	9.489 €	7.234 €	4.739 €	1.954 €	1.704 €			
2	TOTAL	2.448 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €			
3	Administration	1,1%	300 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €			
5	Office Materials & Supplies	0,3%	720 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €			
6	Accounting Services	0,8%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
7	Legal Services	0,0%	348 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €			
8	Internet & Fixed Telephone	0,4%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
9	Mobile Phone	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
10	Travel	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
11	Other	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
12	Competitions & Games	46,7%	3.880 €	8.520 €	5.220 €	5.175 €	5.015 €	5.445 €	5.985 €	3.980 €	1.485 €	0 €	0 €	0 €			
13	Home Games	18,2%	17.890 €	0 €	1.890 €	810 €	2.310 €	3.435 €	3.435 €	3.435 €	1.255 €	2.310 €	1.255 €	0 €	0 €		
14	Game officials (score keeper & sta	13,0%	12.435 €	0 €	1.230 €	280 €	1.770 €	2.375 €	885 €	2.375 €	885 €	1.770 €	885 €	0 €	0 €		
15	Game officials (score keeper & sta	0,8%	750 €	0 €	100 €	0 €	100 €	150 €	50 €	150 €	50 €	100 €	50 €	0 €	0 €		
16	Doctor & Health Service	2,3%	2.160 €	0 €	240 €	30 €	300 €	420 €	150 €	420 €	150 €	300 €	150 €	0 €	0 €		
17	Security	0,8%	750 €	0 €	100 €	0 €	100 €	150 €	50 €	150 €	50 €	100 €	50 €	0 €	0 €		
18	After Game Meals	1,5%	1.800 €	0 €	240 €	0 €	240 €	360 €	120 €	360 €	120 €	240 €	120 €	0 €	0 €		
19	Other	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
20	Away Games	22,2%	21.210 €	0 €	1.990 €	2.610 €	2.710 €	1.720 €	3.760 €	1.990 €	4.730 €	1.470 €	230 €	0 €	0 €		
21	Transport	18,5%	17.730 €	0 €	1.630 €	2.130 €	2.230 €	1.480 €	3.040 €	1.750 €	4.010 €	1.230 €	230 €	0 €	0 €		
22	After Game Meals	3,6%	1.440 €	0 €	360 €	480 €	480 €	240 €	720 €	240 €	720 €	240 €	0 €	0 €	0 €		
23	Other	1,3%	1.250 €	0 €	140 €	150 €	165 €	90 €	255 €	90 €	255 €	15 €	15 €	0 €	0 €		
24	Competition Fees	5,9%	5.600 €	0 €	0 €	5.600 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
25	Entry Fees	3,7%	3.500 €	0 €	0 €	3.500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
26	Player Registration Fees	1,3%	1.200 €	0 €	0 €	1.200 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
27	Transfer Fees	0,9%	900 €	0 €	0 €	900 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
28	Other	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
29	Ice Time	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
30	Equipment & Materials	15,7%	15.060 €	300 €	13.010 €	0 €	0 €	1.500 €	0 €	0 €	250 €	0 €	0 €	0 €			
31	Protective Equipment & Skates	3,1%	3.000 €	0 €	3.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
32	Hockey Sticks	3,7%	3.500 €	0 €	2.000 €	0 €	0 €	1.500 €	0 €	0 €	0 €	0 €	0 €	0 €			
33	Consumables	0,7%	700 €	0 €	450 €	0 €	0 €	0 €	0 €	0 €	250 €	0 €	0 €	0 €			
34	Training Equipment	0,3%	300 €	300 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
35	Team Jerseys	2,8%	2.640 €	0 €	2.640 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
36	Team Socks	0,8%	720 €	0 €	720 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
37	Team Clothing	4,4%	4.200 €	0 €	4.200 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
38	Labour	31,6%	30.200 €	0 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	1.700 €	1.500 €		

To start with creating your budget set the Detailed and Data Input View on each Sheet You Open

### 3. Evaluating Income Sources

#### Step 1: Income from Sales

- Open Income Sheet
- Fill out the yellow cells  in Columns Q - R of the Sales Section. In Column Q put in an average price you charge to your fans, in column R estimated quantity of items sold.
  - Season Ticket Sales usually occur in September, therefore all the income coming from Season Ticket Sales shows in September, automatically.
  - Daily Tickets (adult & student) are calculated by multiplying the data from Columns Q - R with the number of Senior Games from your Calendar Sheet, automatically.
  - Merchandise Sales are calculated by multiplying the total number sold in the season and the price and distributed equally in the first 4 months of the season when fans are more inclined to buy new season team wear.
  - Fan Games at Home Games are calculated by multiplying the sell price, average quantity per game, and number of home games.

	A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	<b>SEASON INCOME</b>	<b>TOTAL</b>	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
2	<b>TOTAL</b>	<b>90.950 €</b>	<b>4.050 €</b>	<b>6.980 €</b>	<b>11.213 €</b>	<b>12.408 €</b>	<b>7.578 €</b>	<b>8.188 €</b>	<b>10.100 €</b>	<b>5.860 €</b>	<b>5.120 €</b>	<b>8.480 €</b>	<b>7.325 €</b>	<b>3.650 €</b>			
3	Sales	8.325 €	0 €	680 €	2.513 €	958 €	1.178 €	738 €	900 €	460 €	620 €	280 €	0 €	0 €			
4	Ticket Sales	6.765 €	0 €	620 €	2.235 €	620 €	810 €	430 €	810 €	430 €	560 €	250 €	0 €	0 €		Price	Quantity
5	Season Ticket Adults	1.800 €	0 €	0 €	1.800 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		60 €	30
6	Season Ticket Students	315 €	0 €	0 €	315 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		45 €	7
7	Daily Ticket Adults	3.750 €	0 €	500 €	0 €	500 €	750 €	250 €	750 €	250 €	500 €	250 €	0 €	0 €		5 €	50
8	Daily Ticket Students	900 €	0 €	120 €	120 €	120 €	60 €	180 €	60 €	180 €	60 €	0 €	0 €	0 €		3 €	20
9	Merchandise Sales	1.110 €	0 €	0 €	278 €	278 €	278 €	278 €	0 €	0 €	0 €	0 €	0 €	0 €		Price	Quantity
10	T-Shirts	360 €	0 €	0 €	90 €	90 €	90 €	90 €	0 €	0 €	0 €	0 €	0 €	0 €		12 €	30
11	Game Worn Jerseys	750 €	0 €	0 €	188 €	188 €	188 €	188 €	0 €	0 €	0 €	0 €	0 €	0 €		25 €	30
12	Other	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		0 €	0
13	Fan Games at Home Games	450 €	0 €	60 €	0 €	60 €	90 €	30 €	90 €	30 €	60 €	30 €	0 €	0 €		Price	Quantity
14	Game 1	450 €	0 €	60 €	0 €	60 €	90 €	30 €	90 €	30 €	60 €	30 €	0 €	0 €		2 €	15
15	Other	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		0 €	0

#### Step 2: Income from Membership Fees

- Fill out the yellow cells  in the Columns Q - R of Membership Fees Section. In Column Q put in a Monthly Fee you charge to your members, and in Column R number of paying members.
- Copy and Paste the "Per Month" amount in Column Q into cells when payment is received.

	A	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
1	<b>SEASON INCOME</b>	<b>TOTAL</b>	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun				
2	<b>TOTAL</b>	<b>90.950 €</b>	<b>4.050 €</b>	<b>6.980 €</b>	<b>11.213 €</b>	<b>12.408 €</b>	<b>7.578 €</b>	<b>8.188 €</b>	<b>10.100 €</b>	<b>5.860 €</b>	<b>5.120 €</b>	<b>8.480 €</b>	<b>7.325 €</b>	<b>3.650 €</b>				
3	Sales	8.325 €	0 €	680 €	2.513 €	958 €	1.178 €	738 €	900 €	460 €	620 €	280 €	0 €	0 €				
16	Membership Fees	40.225 €	0 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	4.225 €	3.600 €		Fee	Quantity	Per Month
17	Adult Membership Fees	625 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	625 €	0 €		25 €	25	625 €
18	Player Membership Fees	39.600 €	0 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €		90 €	40	3.600 €
19	Other	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		0 €	0	0 €

#### Step 3: Income from Public sources

- Manually add amounts in months when payments are expected

	A	C	D	E	F	G	H	I	J	K	L	M	N	O
1	<b>SEASON INCOME</b>	<b>TOTAL</b>	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2	<b>TOTAL</b>	<b>90.950 €</b>	<b>4.050 €</b>	<b>6.980 €</b>	<b>11.213 €</b>	<b>12.408 €</b>	<b>7.578 €</b>	<b>8.188 €</b>	<b>10.100 €</b>	<b>5.860 €</b>	<b>5.120 €</b>	<b>8.480 €</b>	<b>7.325 €</b>	<b>3.650 €</b>
3	Sales	8.325 €	0 €	680 €	2.513 €	958 €	1.178 €	738 €	900 €	460 €	620 €	280 €	0 €	0 €
16	Membership Fees	40.225 €	0 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	4.225 €	3.600 €
20	Grants & Subsidiaries	22.000 €	4.000 €	0 €	3.500 €	4.000 €	0 €	0 €	4.000 €	0 €	0 €	4.000 €	2.500 €	0 €
21	Municipality Funds	16.000 €	4.000 €	0 €	0 €	4.000 €	0 €	0 €	4.000 €	0 €	0 €	4.000 €	0 €	0 €
22	Tax Returns from Households	2.500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	2.500 €	0 €
23	Foundation for Sport	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
24	Ice Hockey Federation	3.500 €	0 €	0 €	3.500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
25	Other	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

#### Step 4: Income from Sponsors

- Manually add amounts in months when payments are expected
- Check if the Total in Column C correspond to the amount agreed in the contract

	A	C	D	E	F	G	H	I	J	K	L	M	N	O
1	<b>SEASON INCOME</b>	<b>TOTAL</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>
2	<b>TOTAL</b>	<b>90.950 €</b>	<b>4.050 €</b>	<b>6.980 €</b>	<b>11.213 €</b>	<b>12.408 €</b>	<b>7.578 €</b>	<b>8.188 €</b>	<b>10.100 €</b>	<b>5.860 €</b>	<b>5.120 €</b>	<b>8.480 €</b>	<b>7.325 €</b>	<b>3.650 €</b>
3	Sales	8.325 €	0 €	680 €	2.513 €	958 €	1.178 €	738 €	900 €	460 €	620 €	280 €	0 €	0 €
16	Membership Fees	40.225 €	0 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	4.225 €	3.600 €
20	Grants & Subsidiaries	22.000 €	4.000 €	0 €	3.500 €	4.000 €	0 €	0 €	4.000 €	0 €	0 €	4.000 €	2.500 €	0 €
26	Sponsorships	20.400 €	50 €	2.700 €	1.600 €	3.850 €	2.800 €	3.850 €	1.600 €	1.800 €	900 €	600 €	600 €	50 €
27	General Sponsors	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
28	Golden Sponsors	10.000 €	0 €	1.000 €	1.000 €	2.000 €	2.000 €	2.000 €	1.000 €	1.000 €	0 €	0 €	0 €	0 €
29	Company A	5.000 €	0 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	0 €	0 €	0 €	0 €	0 €	0 €
30	Company B	5.000 €	0 €	0 €	0 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	0 €	0 €	0 €	0 €
31	Silver Sponsors	8.000 €	0 €	550 €	550 €	1.800 €	550 €	1.800 €	550 €	550 €	550 €	550 €	550 €	0 €
32	Company C	3.000 €	0 €	300 €	300 €	300 €	300 €	300 €	300 €	300 €	300 €	300 €	300 €	0 €
33	Company D	2.500 €	0 €	250 €	250 €	250 €	250 €	250 €	250 €	250 €	250 €	250 €	250 €	0 €
34	Company E	2.500 €	0 €	0 €	0 €	1.250 €	0 €	1.250 €	0 €	0 €	0 €	0 €	0 €	0 €
35	Bronze Sponsors	2.400 €	50 €	1.150 €	50 €	50 €	250 €	50 €	250 €	350 €	50 €	50 €	50 €	50 €
36	Company F	600 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €
37	Company G	600 €	0 €	300 €	0 €	0 €	0 €	0 €	0 €	0 €	300 €	0 €	0 €	0 €
38	Company H	600 €	0 €	600 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
39	Company I	600 €	0 €	200 €	0 €	0 €	200 €	0 €	0 €	200 €	0 €	0 €	0 €	0 €

## 4. Estimating Expenses

### Step 1: Fill out the game calendar sheet

1. Open the Game Calendar Sheet
2. Fill out the yellow cells  in Columns C-N for each age group and for each month with number of games played at home and away.
3. To add additional age groups, Copy - Paste Rows 6-7 below, change the name of U18 to the age group you're adding and fill the number of home and away games into Columns C - N.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1			Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
2	Senior	Home Games	0	2	0	2	3	1	3	1	2	1	0	0	15
3		Away Games	0	2	2	2	1	3	1	3	1	0	0	0	15
4	U20	Home Games	0	2	0	2	3	1	3	1	2	1	0	0	15
5		Away Games	0	1	2	2	1	3	1	3	1	0	0	0	14
6	U18	Home Games	0	0	1	2	2	1	2	1	2	1	0	0	12
7		Away Games	0	1	0	1	1	2	1	2	1	1	0	0	10

### Step 2: Fill out the transport costs sheet

1. Open the Transport Costs Sheet
2. Fill out the cells  by specifying destinations (column A) and number of visits to each destination (columns C - N) for each month combined for all age groups.
3. Fill out the Transport Costs to the specific destination in Column P  (You can get the estimation from invoices from the previous season)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1		<b>TOTAL</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>			
2	<b>TOTAL</b>	<b>17.080 €</b>	<b>0 €</b>	<b>960 €</b>	<b>2.130 €</b>	<b>2.480 €</b>	<b>1.110 €</b>	<b>3.160 €</b>	<b>1.750 €</b>	<b>4.010 €</b>	<b>1.230 €</b>	<b>250 €</b>	<b>0 €</b>	<b>0 €</b>			
3	Destination 1	1.750 €	0 €	0 €	0 €	350 €	0 €	700 €	0 €	350 €	350 €	0 €	0 €	0 €			
4	Number of Visits to Destination 1		0	0	0	1	0	2	0	1	1	0	0	0		350 €	< Transport Costs to the Destination 1
5	Destination 2	1.900 €	0 €	0 €	380 €	380 €	0 €	760 €	0 €	380 €	0 €	0 €	0 €	0 €			
6	Number of Visits to Destination 2		0	0	1	1	0	2	0	1	0	0	0	0		380 €	< Transport Costs to the Destination 2
7	Destination 3	2.250 €	0 €	500 €	250 €	250 €	0 €	500 €	250 €	250 €	0 €	250 €	0 €	0 €			
8	Number of Visits to Destination 3		0	2	1	1	0	2	1	1	0	1	0	0		250 €	< Transport Costs to the Destination 3
9	Destination 4	3.600 €	0 €	0 €	600 €	600 €	0 €	1.200 €	600 €	600 €	0 €	0 €	0 €	0 €			
10	Number of Visits to Destination 4		0	0	1	1	0	2	1	1	0	0	0	0		600 €	< Transport Costs to the Destination 4
11	Destination 5	3.600 €	0 €	0 €	900 €	900 €	0 €	0 €	900 €	900 €	0 €	0 €	0 €	0 €			
12	Number of Visits to Destination 5		0	0	1	1	0	0	1	1	0	0	0	0		900 €	< Transport Costs to the Destination 5
13	Destination 6	2.600 €	0 €	0 €	0 €	0 €	650 €	0 €	0 €	1.300 €	650 €	0 €	0 €	0 €			
14	Number of Visits to Destination 6		0	0	0	0	1	0	0	2	1	0	0	0		650 €	< Transport Costs to the Destination 6
15	Destination 7	1.380 €	0 €	460 €	0 €	0 €	460 €	0 €	0 €	230 €	230 €	0 €	0 €	0 €			
16	Number of Visits to Destination 7		0	2	0	0	2	0	0	1	1	0	0	0		230 €	< Transport Costs to the Destination 7

### Step 3: Fill out away games costs

1. Open the Away Game Costs Sheet, where upon completing the Step 2 above your Transport Costs will already be filled out automatically
2. Fill out the fields  in Column O
3. Fill out the fields  in Columns C - N with number of away games for each age group (you can use data from your Game Calendar Sheet)
4. If required Copy & Paste Rows 10 - 15 and follow the steps 2. & 3. to fill out the remaining fields. (important! Do not change the cost descriptions (After Game Meal, Other) to keep the calculation formulas working correctly)
5. In rows from 2 - 5 you should get cumulative costs for Away games
6. Check the Row 8 for information if the number of games in this sheet equals the number of games specified in the "Game Calendar Sheet" and make corrections, if required.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	D
3	<b>General &amp; Administration</b>	<b>2,6%</b>	<b>2,448 €</b>	<b>204 €</b>														
4	Office Rent	1,1%	1,089 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €	90 €
5	Office Materials & Supplies	0,3%	300 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €	25 €
6	Accounting Services	0,8%	720 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €	60 €
7	Legal Services	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	<<<<
8	Internet & Fixed Telephone	0,4%	348 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €	29 €
9	Mobile Phone	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
10	Travel	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	<<<<
11	Other	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	<<<<
10	<b>Home Game Costs Seniors</b>			<b>TOTAL</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>COST PER GAME</b>	
11	<b>TOTAL</b>		<b>2,550 €</b>	<b>0 €</b>	<b>340 €</b>	<b>340 €</b>	<b>340 €</b>	<b>340 €</b>	<b>170 €</b>	<b>510 €</b>	<b>170 €</b>	<b>510 €</b>	<b>170 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>170 €</b>	
12	After Game Meal		1,800 €	0 €	240 €	240 €	240 €	240 €	120 €	360 €	120 €	360 €	120 €	0 €	0 €	0 €	120 €	
13	Other		750 €	0 €	100 €	100 €	100 €	50 €	150 €	50 €	150 €	50 €	0 €	0 €	0 €	50 €		
15	Number of Away Games		15	0	2	2	2	1	3	1	3	1	0	0	0			
17	<b>Home Game Costs U20</b>			<b>TOTAL</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>COST PER GAME</b>	
18	<b>TOTAL</b>		<b>2,030 €</b>	<b>0 €</b>	<b>145 €</b>	<b>290 €</b>	<b>290 €</b>	<b>145 €</b>	<b>435 €</b>	<b>145 €</b>	<b>435 €</b>	<b>145 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>145 €</b>		
19	After Game Meal		1,680 €	0 €	120 €	240 €	240 €	120 €	360 €	120 €	360 €	120 €	0 €	0 €	0 €	120 €		
20	Other		350 €	0 €	25 €	50 €	50 €	25 €	75 €	25 €	75 €	25 €	0 €	0 €	0 €	25 €		
22	Number of Away Games		14	0	1	2	2	1	3	1	3	1	0	0	0			

#### Step 4: Fill out home games costs

1. Open the Home Game Costs Sheet
2. Fill out the yellow fields  in Column O
3. Fill out the yellow fields  in Columns C - N with number of home games for each age group (you can use data from your Game Calendar Sheet)
4. If required Copy and Paste Rows 23-32 and follow the steps 2. & 3. to fill out the remaining fields. (important! Do not change the cost descriptions (After Game Meal, Other) to keep the calculation formulas working correctly)
5. In rows from 2 - 8 you should get cumulative costs for Away games
6. Check the Row 10 for information if the number of games in this sheet equals the number of games specified in the "Game Calendar Sheet" and make corrections, if required.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O		
1	<b>Home Game Costs Total</b>	<b>TOTAL</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>			
2	<b>TOTAL</b>	<b>17,895 €</b>	<b>0 €</b>	<b>1,890 €</b>	<b>310 €</b>	<b>2,510 €</b>	<b>3,455 €</b>	<b>1,255 €</b>	<b>3,455 €</b>	<b>1,255 €</b>	<b>2,510 €</b>	<b>1,255 €</b>	<b>0 €</b>	<b>0 €</b>			
3	Game officials	12,435 €	0 €	1,210 €	280 €	1,770 €	2,375 €	885 €	2,375 €	885 €	1,770 €	885 €	0 €	0 €			
4	Game officials (score keeper & statistics)	750 €	0 €	100 €	0 €	100 €	150 €	50 €	150 €	50 €	100 €	50 €	0 €	0 €			
5	Doctor & Health Service	2,160 €	0 €	240 €	30 €	300 €	420 €	150 €	420 €	150 €	300 €	150 €	0 €	0 €			
6	Security	750 €	0 €	100 €	0 €	100 €	150 €	50 €	150 €	50 €	100 €	50 €	0 €	0 €			
7	After Game Meals	1,800 €	0 €	240 €	0 €	240 €	360 €	120 €	360 €	120 €	240 €	120 €	0 €	0 €			
8	Other	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €			
9	Number of Home Games in this Sheet	42	0	4	1	6	8	3	8	3	6	3	0	0			
10	Do the numbers match with Game Calendar Data?		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes			
12	<b>Home Game Costs Seniors</b>			<b>TOTAL</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>COST PER GAME</b>
13	<b>TOTAL</b>	<b>9,150 €</b>	<b>0 €</b>	<b>1,220 €</b>	<b>0 €</b>	<b>1,220 €</b>	<b>1,830 €</b>	<b>610 €</b>	<b>1,830 €</b>	<b>610 €</b>	<b>1,220 €</b>	<b>610 €</b>	<b>0 €</b>	<b>0 €</b>	<b>610 €</b>		
14	Game officials	4,875 €	0 €	650 €	0 €	650 €	975 €	325 €	975 €	325 €	650 €	325 €	0 €	0 €	325 €		
15	Game officials (score keeper & statistics)	375 €	0 €	50 €	0 €	50 €	75 €	25 €	75 €	25 €	50 €	25 €	0 €	0 €	25 €		
16	Doctor & Health Service	1,350 €	0 €	180 €	0 €	180 €	270 €	90 €	270 €	90 €	180 €	90 €	0 €	0 €	90 €		
17	Security	750 €	0 €	100 €	0 €	100 €	150 €	50 €	150 €	50 €	100 €	50 €	0 €	0 €	50 €		
18	After Game Meal	1,800 €	0 €	240 €	0 €	240 €	360 €	120 €	360 €	120 €	240 €	120 €	0 €	0 €	120 €		
19	Other	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		
21	Number of Home Games	15	0	2	0	2	3	1	3	1	2	1	0	0			
23	<b>Home Game Costs U20</b>			<b>TOTAL</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>COST PER GAME</b>
24	<b>TOTAL</b>	<b>5,025 €</b>	<b>0 €</b>	<b>670 €</b>	<b>0 €</b>	<b>670 €</b>	<b>1,005 €</b>	<b>335 €</b>	<b>1,005 €</b>	<b>335 €</b>	<b>670 €</b>	<b>335 €</b>	<b>0 €</b>	<b>0 €</b>	<b>335 €</b>		
25	Game officials	4,200 €	0 €	560 €	0 €	560 €	840 €	280 €	840 €	280 €	560 €	280 €	0 €	0 €	280 €		
26	Game officials (score keeper & statistics)	375 €	0 €	50 €	0 €	50 €	75 €	25 €	75 €	25 €	50 €	25 €	0 €	0 €	25 €		
27	Doctor & Health Service	450 €	0 €	60 €	0 €	60 €	90 €	30 €	90 €	30 €	60 €	30 €	0 €	0 €	30 €		
28	Security	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		
29	After Game Meal	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		
30	Other	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €		
32	Number of Home Games	15	0	2	0	2	3	1	3	1	2	1	0	0			

#### Step 5: Estimate Other Costs

1. Open the Expenses Sheet and set the Detailed and Data Input View
2. Some of the cells will already be filled out if you followed the previous steps in the "Estimating Expenses" Section
3. Fill out the yellow cells  in Column Q. Depending on the type of costs and frequency of occurrence (every month or occasionally) you will see some of the fields in the Columns D - O will fill out automatically, while the others have to be filled out manually.

#### Step 6: Competition & Games Cost

1. If you followed the previous steps in the "Estimating Expenses" Section your Competition G
1. Section from this guide all the fields except the Competition Fees should already be filled out.
2. To fill out the Competition Fees manually enter estimated amounts in the months of occurrence: Entry Fees (for competitions), Player Registration Fees, Transfer Fees, Other possible Fees

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
12	<b>Competitions &amp; Games</b>	<b>46,7%</b>	<b>44.705 €</b>	<b>0 €</b>	<b>3.880 €</b>	<b>8.520 €</b>	<b>5.220 €</b>	<b>5.175 €</b>	<b>5.015 €</b>	<b>5.445 €</b>	<b>5.985 €</b>	<b>3.980 €</b>	<b>1.485 €</b>	<b>0 €</b>	<b>0 €</b>
13	Home Games	18,7%	17.895 €	0 €	1.890 €	310 €	2.510 €	3.455 €	1.255 €	3.455 €	1.255 €	2.510 €	1.255 €	0 €	0 €
14	Game officials	13,0%	12.435 €	0 €	1.210 €	280 €	1.770 €	2.375 €	885 €	2.375 €	885 €	1.770 €	885 €	0 €	0 €
15	Game officials (score keeper & sta	0,8%	750 €	0 €	100 €	0 €	100 €	150 €	50 €	150 €	50 €	100 €	50 €	0 €	0 €
16	Doctor & Health Service	2,3%	2.160 €	0 €	240 €	30 €	300 €	420 €	150 €	420 €	150 €	300 €	150 €	0 €	0 €
17	Security	0,8%	750 €	0 €	100 €	0 €	100 €	150 €	50 €	150 €	50 €	100 €	50 €	0 €	0 €
18	After Game Meals	1,9%	1.800 €	0 €	240 €	0 €	240 €	360 €	120 €	360 €	120 €	240 €	120 €	0 €	0 €
19	Other	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
20	Away Games	22,2%	21.210 €	0 €	1.990 €	2.610 €	2.710 €	1.720 €	3.760 €	1.990 €	4.730 €	1.470 €	230 €	0 €	0 €
21	Transport	18,5%	17.730 €	0 €	1.630 €	2.130 €	2.230 €	1.480 €	3.040 €	1.750 €	4.010 €	1.230 €	230 €	0 €	0 €
22	After Game Meals	3,6%	3.480 €	0 €	360 €	480 €	480 €	240 €	720 €	240 €	720 €	240 €	0 €	0 €	0 €
23	Other	1,3%	1.250 €	0 €	140 €	150 €	165 €	90 €	255 €	90 €	255 €	90 €	15 €	0 €	0 €
24	Competition Fees	5,9%	5.600 €	0 €	0 €	5.600 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
25	Entry Fees	3,7%	3.500 €	0 €	0 €	3.500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
26	Player Registration Fees	1,3%	1.200 €	0 €	0 €	1.200 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
27	Transfer Fees	0,9%	900 €	0 €	0 €	900 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
28	Other	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

### Step 7: Ice Time Cost

1. Manually enter estimated amounts in the months of occurrence
2. You can use this row for any other cost groups (you can also change the name)

Ice Time	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
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### Step 8: Equipment & Materials Cost

1. Manually enter estimated amounts in the months of occurrence

30	<b>Equipment &amp; Materials</b>	<b>15,7%</b>	<b>15.060 €</b>	<b>300 €</b>	<b>13.010 €</b>	<b>0 €</b>	<b>0 €</b>	<b>1.500 €</b>	<b>0 €</b>	<b>0 €</b>	<b>250 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>
31	Protective Equipment & Skates	3,1%	3.000 €	0 €	3.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
32	Hockey Sticks	3,7%	3.500 €	0 €	2.000 €	0 €	0 €	1.500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
33	Consumables	0,7%	700 €	0 €	450 €	0 €	0 €	0 €	0 €	0 €	250 €	0 €	0 €	0 €	0 €
34	Training Equipment	0,3%	300 €	300 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
35	Team Jerseys	2,8%	2.640 €	0 €	2.640 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
36	Team Socks	0,8%	720 €	0 €	720 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
37	Team Clothing	4,4%	4.200 €	0 €	4.200 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

### Step 9: Labor Cost

Here you specify all people in your organizations who are getting a salary. It is advised that you group them in Administration and Coaching staff due to the fact that one group (the coaching staff) is more important to keep the programs running than the other

1. Fill out the yellow fields  in Column Q to fill out the rows automatically or manually enter the monthly cost for your employees (including taxes) in the month of occurrence.
2. If required add more rows by choosing the final row in a cost group (e.g. Office Administrator): Choose the Row by selecting a number before the beginning of the Row (41) > Right click > Insert Row.

38	<b>Labor</b>	<b>31,6%</b>	<b>30.200 €</b>	<b>0 €</b>	<b>3.000 €</b>	<b>1.700 €</b>	<b>1.500 €</b>									
39	Administration	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	
40	General Secretary	0,0%	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0 €
41	Office Administrator	0,0%	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0,00 €	0 €
42	<b>Coaching Staff</b>	<b>31,6%</b>	<b>30.200 €</b>	<b>0 €</b>	<b>3.000 €</b>	<b>1.700 €</b>	<b>1.500 €</b>									
43	Head Coach Senior Team	12,5%	12.000,00 €	0 €	1.200 €	1.200 €	1.200 €	1.200 €	1.200 €	1.200 €	1.200 €	1.200 €	1.200 €	600 €	600 €	1.200 €
44	Assistant Coach Senior Team	3,1%	3.000,00 €	0 €	300 €	300 €	300 €	300 €	300 €	300 €	300 €	300 €	300 €	150 €	150 €	300 €
45	Head Coach U20	8,6%	8.200,00 €	0 €	800 €	800 €	800 €	800 €	800 €	800 €	800 €	800 €	800 €	600 €	400 €	800 €
46	Head Coach U18 & Assistant Coach	7,3%	7.000,00 €	0 €	700 €	700 €	700 €	700 €	700 €	700 €	700 €	700 €	700 €	350 €	350 €	700 €

### Step 10: Other Costs

In this section you can specify costs such as Physiotherapy, Medical Check-Ups, or Merchandise costs.

1. Rename the row (Column A), if required, and manually enter the cost in the month when it occurs

47	<b>Other</b>	<b>2,4%</b>	<b>2.300 €</b>	<b>0 €</b>	<b>1.850 €</b>	<b>50 €</b>	<b>0 €</b>									
48	Physiotherapy & Rehabilitation	0,5%	500 €	0 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	0 €
49	Medical Check-Ups	1,9%	1.800 €	0 €	1.800 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
50	<b>Merchandise</b>	<b>1,0%</b>	<b>1.000 €</b>	<b>0 €</b>	<b>1.000 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>	<b>0 €</b>
51	Product A	0,5%	500 €	0 €	500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
52	Product B	0,5%	500 €	0 €	500 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €

## 5. Creating Cash Flow Budget

In general, the Cash Flow Budget includes all money inflows and outflows from either Operations or Financing (e.g. Loan) in a monthly overview.

To complete a Cash Flow Budget, enter the opening balance in yellow cell  in Column Q (= total of cash on your bank account and in your bank register at the beginning) and manually add a loan details, if it exists. If you successfully completed all the steps above the Cash Flow Budget is complete.

Check for Closing Balance Total Column. If the Closing Balance for the season is negative it means that your budget is not balanced and that you will create a deficit which you will have to repay in the next season. To efficiently and effectively manage your cash flow you must aim to avoid generating additional deficit every month. As a rule of thumb, you must aim to cover any generated cash flow deficit in the next 2 months in order to remain liquid and protect your key operations. You can employ three straightforward strategies:

- Increase cash inflows from Operations (new sponsors, improved sales)
- Decrease cash outflows from Operations (cut the non-essential costs)
- Acquire a short-term loan (but only if your cash flow forecast will be able to repay it in the future)

SEASON CASH FLOW TOTAL	TOTAL	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Opening Balance	1.500 €	2.046 €	-2.918 €	-4.525 €	-1.636 €	-5.033 €	-6.159 €	-5.803 €	-10.477 €	-13.636 €	-9.640 €	-5.114 €	
Free Cash Flow	-4.213 €	-4.964 €	-1.607 €	2.889 €	-3.397 €	-1.127 €	356 €	-4.674 €	-3.159 €	3.996 €	4.526 €	2.401 €	
Cash Flow Operations	-3.763 €	-14.964 €	-562 €	3.934 €	-2.352 €	-82 €	1.401 €	-3.629 €	-2.114 €	5.041 €	5.571 €	3.446 €	
Cash Flow Financing	-450 €	10.000 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	
Closing Balance	-2.713 €	-2.918 €	-4.525 €	-1.636 €	-5.033 €	-6.159 €	-5.803 €	-10.477 €	-13.636 €	-9.640 €	-5.114 €	-2.713 €	
SEASON CASH FLOW OPERATIONS	%	TOTAL	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Inflows from Operations	100%	90.950 €	6.980 €	11.213 €	12.408 €	7.578 €	8.188 €	10.100 €	5.860 €	5.120 €	8.480 €	7.325 €	3.650 €
Sales	9,2%	8.325 €	680 €	2.513 €	958 €	1.178 €	738 €	900 €	460 €	620 €	280 €	0 €	0 €
Membership Fees	44,2%	40.225 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	3.600 €	4.225 €	3.600 €
Grants & Subsidiaries	24,2%	22.000 €	0 €	3.500 €	4.000 €	0 €	0 €	4.000 €	0 €	0 €	4.000 €	2.500 €	0 €
Sponsorships	22,4%	20.400 €	2.700 €	1.600 €	3.850 €	2.800 €	3.850 €	1.600 €	1.800 €	900 €	600 €	600 €	50 €
Outflows from Operations	100%	94.713 €	21.944 €	11.774 €	8.474 €	9.929 €	8.269 €	8.699 €	9.489 €	7.234 €	3.439 €	1.754 €	204 €
General & Administration	2,6%	2.448 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €	204 €
Competitions & Games	47,2%	44.705 €	3.880 €	8.520 €	5.220 €	5.175 €	5.015 €	5.445 €	5.985 €	3.980 €	1.485 €	0 €	0 €
Ice Time	0,0%	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €
Equipment & Materials	15,9%	15.060 €	13.010 €	0 €	0 €	1.500 €	0 €	0 €	250 €	0 €	0 €	0 €	0 €
Labor	0,0%	0 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	3.000 €	1.700 €	1.500 €	0 €
Other	2,4%	2.300 €	1.850 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	50 €	0 €
NET (Total Income - Total Expenses)		-3.763 €	-14.964 €	-562 €	3.934 €	-2.352 €	-82 €	1.401 €	-3.629 €	-2.114 €	5.041 €	5.571 €	3.446 €
SEASON CASH FLOW FINANCING	TOTAL	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Inflows from Loans Received	10.000 €	10.000 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	0 €	
Outflows for Loan Repayments	10.450 €	0 €	1.045 €	1.045 €	1.045 €	1.045 €	1.045 €	1.045 €	1.045 €	1.045 €	1.045 €	1.045 €	
NET (Loan Received - Loans Repayments)	-450 €	10.000 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	-1.045 €	

*Example: In the Case example above, you can observe that in month August the organization's outflows from Operation greatly exceed the inflows (look NET (total income - total expenses): -14.946). The reason is obvious as in the month of August hockey club usually buys equipment for the season (in this case 13.010 EUR), whereas at the same time only a small income is generated because the season has not yet started. This is why the club management acquired a loan to improve the liquidity of the club to help kick start the season.*

## 6. Checking the Budget Overview

On the Overview Sheet you can check out your budget overview that enables you to check out the financial outcome of the season depending on the data you have entered. It also enables you to see how different cost influence your budget, as well as the importance of income sources.

While on the Expense side you can only aim to avoid unnecessary spending, and negotiating better conditions with your suppliers you have to aim at having your Income side balanced in order to reduce dependence on a single income source.

SEASON INCOME	%	90.950,00 €	95.713,00 €	%	SEASON EXPENSES
Sales	9,2%	8.325,00 €	2.448,00 €	2,6%	General & Administration
Membership Fees	44,2%	40.225,00 €	44.705,00 €	46,7%	Competitions & Games
Grants & Subsidiaries	24,2%	22.000,00 €	- €	0,0%	Ice Time
Sponsorships	22,4%	20.400,00 €	15.060,00 €	15,7%	Equipment & Materials
			30.200,00 €	31,6%	Labour
			2.300,00 €	2,4%	Other
			1.000,00 €	1,0%	Merchandise
Deficit / Surplus			- 4.763,00 €		
<b>Deficit / Surplus</b>			<b>- 4.763,00 €</b>		<b>Your Budget has a DEFICIT - Find ways to INCREASE INCOME or CUT EXPENSES!</b>

**Expenses:** The biggest costs are related to the Competitions & Games (46,7 % of Total) and should be investigated in details by checking the Expenses Sheet. From there you will be able to observe the Home Games and the Away Games present the biggest cost for Competition & Games. While cost of Home Games could not be reduced substantially (the Game Official fees are set and non-negotiable), the costs of Away Games have a potential to be decreased by lowering the cost of Transport. Either by transferring the cost to the parents who could take their kids to the games in radius of 50km by themselves or negotiating better prices with Transport Service Provider.

Competitions & Games	46,7%	44.705 €
Home Games	18,7%	17.895 €
Game officials	13,0%	12.435 €
Game officials (score keeper & st	0,8%	750 €
Doctor & Health Service	2,3%	2.160 €
Security	0,8%	750 €
After Game Meals	1,9%	1.800 €
Other	0,0%	0 €
Away Games	22,2%	21.210 €
Transport	18,5%	17.730 €
After Game Meals	3,6%	3.480 €
Other	1,3%	1.250 €
Competition Fees	5,9%	5.600 €
Entry Fees	3,7%	3.500 €
Player Registration Fees	1,3%	1.200 €
Transfer Fees	0,9%	900 €
Other	0,0%	0 €

**Income:** Current income for the club can be considered balanced. However, the income structure should be further explored for optimization to determine the sources which can be influenced and have the potential to be increased. While Grants & Subsidiaries cannot be influenced substantially and a major increase (by attracting more members) in Membership Fees is unlikely, the income sources from Sales (tickets, merchandise, etc.) and Sponsorship always have the potential to be further increased. By expanding marketing activities (under control of the club) both sources can be influenced and improved. For example, creating one-in-a-season exclusive event with good promotion and programme can attract both, new sponsors and increase game attendance (and sales).

SEASON INCOME	%	TOTAL
<b>TOTAL</b>	<b>100%</b>	<b>90.950 €</b>
Sales	9,2%	8.325 €
Membership Fees	44,2%	40.225 €
Grants & Subsidiaries	24,2%	22.000 €
Sponsorships	22,4%	20.400 €

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## ABOUT HPP PROJECT

The Hockey Partnership for Progress (HPP) is a joint effort of five ice hockey federations (IHF) in Western Balkan Region to improve governance in ice hockey with a goal to address key aspects of sports ecosystem that have been neglected and thus lacked progress ever since the establishment of ice hockey federations in Croatia, Bosnia & Herzegovina, Northern Macedonia, Serbia, and Slovenia. A three-year project is co-funded by the Erasmus+ programme in the amount of 394.010 euros.

The participating IHFs used to share competitions and country, but unfortunately, their cooperation was violently interrupted by the Balkan wars that disintegrated Yugoslavia. Today the participating federations have reached a maturity level when they have managed to establish a new joint International Hockey (IHL) League. However, in order for the ice hockey in the region to attract media, sponsors, governmental and fan affection, and thus grow, a joint effort should be made to establish good governance practices and turn the vicious circle of negative consequences into a positive direction.

The HPP project focuses to improve the abilities of all relevant stakeholders involved through various educational activities, building on each other and guiding participants from all levels towards better alignment with Good governance principles. Primarily the project aims to improve the management which influences all the other subsystems and stakeholders, while other stakeholders (coaches, referees, players) will also be addressed with specific topics to help them improve their role as full members of the ice hockey ecosystem and develop their skills to reach minimum standards.

With the help of expert project partners, including Sport Institute of Finland, IHF Austria, International Ice Hockey Federation (IIHF) and University of Ljubljana (Faculty of Economics & Faculty of Sports), the project aims to enable Project Partners access to high-quality educational contents and experts who will help them step up their efforts in development of ice hockey in their respective countries and start closing the quality gap with more advanced ice hockey nations across the world.

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